Privy Council Office

2014–15

Departmental Performance Report

The Right Honourable Justin Trudeau
Prime Minister of Canada

Janice Charette
Clerk of the Privy Council and
Secretary to the Cabinet

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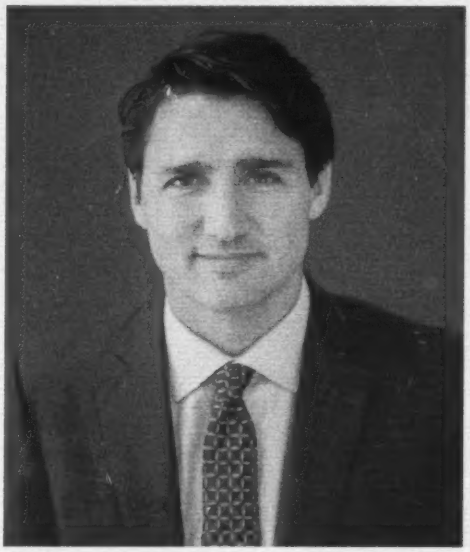
Prime Minister's Message



The Privy Council Office (PCO) is integral to making the priorities of the Government a reality. This Departmental Performance Report outlines the significant contributions made by PCO in delivering on the commitments of the previous Government and serving Canadians in 2014–15.

Each fiscal year, the Public Service strives to deliver the Government's agenda and priorities while maintaining a commitment to improving the prosperity, security and well-being of Canadians. By providing professional advice to the Prime Minister, supporting the Cabinet system, coordinating the work of departments and engaging with domestic and international counterparts, public servants at PCO helped the Government advance a number of priorities in 2014–15.

Notably, PCO supported the Government's rapid response to the global Ebola outbreak through a special Cabinet Sub-Committee of Operations on Ebola. In addition, PCO launched a whole-of-government medium-term policy planning exercise in 2014–15. PCO guided this process with foresight, in anticipation of the 2015 federal election, to ensure that the best public policy advice was provided at the beginning of a new mandate.

This report provides a brief summary of the enormous amount of time and effort devoted to planning and implementing a government's agenda and maintaining our Westminster system of Parliament. PCO is committed to and delivers a service that is professional, non-partisan and trustworthy. These qualities are the cornerstone of the high caliber of advice and support to the Government from PCO and from its partners across the Public Service.

As I begin my tenure as Prime Minister, I will confidently rely on PCO's sound, professional advice and support, distinguished by foresight and by a robust commitment to serving Canadians. I invite you to read this report, which outlines the numerous ways in which PCO contributed to the national priorities and commitments of 2014–15.

The Right Honourable Justin Trudeau
Prime Minister of Canada

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Right Honourable Justin Trudeau, Prime Minister of Canada
The Right Honourable Stephen Harper (responsible for 2014–15)

Institutional Head: Janice Charette, Clerk of the Privy Council and Secretary to the Cabinet

Ministerial Portfolio: Privy Council Office

Year of Incorporation / Commencement: 1867

Organizational Context

Raison d'être

The mandate of the Privy Council Office (PCO) is to serve Canada and Canadians by providing professional, non-partisan advice and support to the Prime Minister, the ministers within the Prime Minister's portfolio and Cabinet. The Prime Minister is responsible for this organization.

PCO supports the development of the Government of Canada's policy, legislative and government administration agendas, coordinates responses to issues facing the Government and the country, and supports the effective operation of Cabinet. PCO is led by the Clerk of the Privy Council. In addition to serving as the Deputy Head for PCO, the Clerk also acts as Secretary to the Cabinet and Head of the Public Service.

Responsibilities

PCO has three main roles:

1. **Provide non-partisan advice to the Prime Minister, portfolio ministers, Cabinet and Cabinet committees on matters of national and international importance.**

This responsibility includes:

- providing advice and support on the full spectrum of policy, legislative and government administration issues faced by the Government, including those pertaining to: social and economic affairs; regional development; international affairs; national security; development assistance; defence; intergovernmental relations; the environment; democratic reform; and legal issues;
- consulting and collaborating with domestic and international stakeholders and partners inside and outside of government, including provincial and territorial governments;
- providing non-partisan advice and support on the development and implementation of the Government's parliamentary and legislative agendas;
- advising on Canada's Westminster style of government and on government structure and organization; and

- providing policy advice on and operational support to the Governor-in-Council appointments system, including the selection, recruitment, appointment and compensation of senior officials in federal departments, agencies and Crown corporations.

2. Support the smooth functioning of the Cabinet decision-making process and facilitate the implementation of the Government's agenda.

This responsibility includes:

- managing Cabinet's decision-making system;
- coordinating departmental policy and legislative proposals to Cabinet, with supporting analysis and advice;
- providing scheduling and support services for meetings of Cabinet and Cabinet committees;
- advancing the Government's agenda across federal departments and agencies and with external stakeholders; and
- preparing Orders in Council and other statutory instruments to execute Government decisions.

3. Foster a high-performing and accountable Public Service.

This responsibility includes:

- leading business transformation and renewal of the Public Service in order to meet emerging challenges and priorities, and to position the institution for the future; and
- human resources management of senior leaders.

For more information on PCO's main roles, please visit the department's website.[i]

Strategic Outcome and Program Alignment Architecture

1. Strategic Outcome: The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.

- **1.1 Program:** Advice and support to the Prime Minister and portfolio ministers
  - **1.1.1 Sub-Program:** Issues, policies, machinery and appointments
  - **1.1.2 Sub-Program:** International affairs and national security
  - **1.1.3 Sub-Program:** Intergovernmental affairs
  - **1.1.4 Sub-Program:** Legislation, parliamentary issues and democratic reform
  - **1.1.5 Sub-Program**: Offices of the Prime Minister and portfolio ministers
- **1.2 Program:** Advice and support to Cabinet and Cabinet committees
  - **1.2.1 Sub-Program:** Operation of Cabinet committees
  - **1.2.2 Sub-Program:** Integration across the federal government
- **1.3 Program:** Public Service leadership and direction
  - **1.3.1 Sub-Program:** Business transformation and Public Service renewal
  - **1.3.2 Sub-Program:** Management of senior leaders
- **1.4 Program:** Commissions of inquiry
- **Internal Services**

Organizational Priorities

PCO has one Strategic Outcome: "The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained." This single Strategic Outcome, in turn, is closely supported by four ongoing priorities.

The table below provides a summary of progress against PCO's stated priorities for the 2014–15 fiscal year. For additional information, please refer to the "Performance Analysis and Lessons Learned" segments within Section II of this report.

Organizational Priorities

Priority 1	Type[ii]	Program
Support the Prime Minister and portfolio ministers in exercising their overall leadership responsibilities.	Ongoing	1.1: Advice and support to the Prime Minister and portfolio ministers
Summary of Progress		
• Provided professional, non-partisan advice and support to the Prime Minister and portfolio ministers on the entire spectrum of the Government's policy, legislative and government administration priorities.		

- Supported the coordination of government-wide communications for horizontal issues and priorities.
- Provided advice and operational support to the Governor-in-Council appointments system, including the management of selection processes for leadership and full-time Governor-in-Council positions.

Priority 2	Type	Program
Support the deliberations of Cabinet and its committees on key policy initiatives and coordinate medium-term policy planning	Ongoing	1.2: Advice and support to Cabinet and Cabinet committees

Summary of Progress

- Provided advice and support on the full spectrum of policy, legislative and government administration priorities of Cabinet and Cabinet committees.
- Provided advice to Cabinet and Cabinet committees on the overall communications strategies necessary to support the Government's priorities.
- Managed the day-to-day activities that support the work of Cabinet and Cabinet committees by, for example, facilitating informed discussion and decision making, as well as providing a professional secretariat function.
- Provided guidance and a rigorous challenge function to departments to advance policy, legislative and government administration proposals that are high-quality, prepared in a timely manner and focussed on addressing priority areas identified by the Government.
- In anticipation of the 2015 federal election, undertook planning activities in support of transition.
- Supported the activities of the Coordinating Committee of Deputy Ministers and coordinated the work on medium-term policy planning by a variety of deputy minister level committees.

Priority 3	Type	Programs
Enable the management and accountability of government	Ongoing	1.3: Public Service leadership and direction 1.4: Commissions of inquiry

Summary of Progress

- Contributed to sound government administration by supporting improved and more responsive services to Canadians, enhancing productivity in the Public Service and finding better ways of doing business.
- Supported the Clerk of the Privy Council and the Deputy Clerk in their engagement activities with public servants at all levels. This included supporting the Clerk in advancing the Blueprint 2020 vision for the Public Service, as well as undertaking initiatives at PCO in support of the vision.
- Provided advice and support to the Prime Minister and the Clerk of the Privy Council on the human resources management of senior leaders.

Priority 4	Type	Program
Strengthen PCO's internal management practices	Ongoing	Internal Services

Summary of Progress

- Enhanced Human Resources (HR) management through the implementation of the 2013–16 Strategic HR Plan, which included: the adoption of common HR business processes, the implementation of the Performance Management Policy, and the development of a new employee orientation program.
- Strengthened information management through the ongoing implementation of the PCO Recordkeeping Transformation Strategy, in particular through the adoption of greater digital recordkeeping practices.
- Supported the Government of Canada's efforts to modernize information technology through: the modernization of computer desktops, which included an upgrade to Windows 7; the establishment of work plans and preparation work to support the migration to the Email Transformation Initiative; the establishment of a secure network connectivity and the consolidation and upgrade of a selection of enterprise applications.
- Implemented the Government of Canada's Shared Travel Services.
- Undertook a review of PCO's financial processes in order to align them with the Government of Canada's Financial Business Process Modernization initiative.
- Addressed a range of security and emergency management priorities across the department.

Risk Analysis

PCO actively monitors its operating environment and implements integrated risk management across the department. Risk management in the organization includes early identification and mitigation of risks that could affect the achievement of PCO's strategic outcome and priorities. The following are some key risk areas that PCO identified through its integrated risk management process, then monitored and mitigated during the 2014–15 fiscal year.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Risks to the Policy and Legislative Agendas	• Actively monitored emerging domestic and international developments; • Provided timely intelligence assessments; • Fostered networks to promote the sharing of critical information; and • Coordinated with other federal departments and other partners in a timely manner to support Canada's response to emerging issues and crises.	Program 1.1 Program 1.2 Program 1.3
Risks to PCO Operations	• Provided strong governance mechanisms and management oversight; and • Supported staff throughout the implementation of priority initiatives outlined in PCO's 2013–16 Strategic Human Resources Plan.	Program 1.1 Program 1.2 Program 1.3 Internal Services
Risks to Security and Emergency Management	• Formalized PCO's "critical functions" and updated key Security and Emergency Management Plans; • Strengthened risk management practices for security and emergency management; and • Strengthened security and emergency management controls, and information and management safeguards.	Program 1.1 Program 1.2 Program 1.3 Program 1.4 Internal Services

Risks to the Policy and Legislative Agendas

PCO supported the Government in developing, articulating and implementing its policy and legislative agendas by identifying and mitigating potential risks that may have adversely impacted these agendas. In 2014–15, risks included those within the scope of the Government's control (e.g., timing, scheduling, integration of the policy and legislative processes), and those that were outside of its influence (e.g., emerging domestic and international developments related to global economic stability, health emergencies and security). PCO addressed these risks by actively monitoring emerging domestic and international developments and providing timely

intelligence assessments and policy advice to the Prime Minister regarding situations that could affect Canada's interests and the successful delivery of the Government's agenda. PCO monitored all sources of information in coordination with policy and intelligence community partners. PCO also analyzed reform activities in other jurisdictions to inform decision making on the Government's overall Public Service transformation agenda.

PCO fostered networks throughout government, with other sectors and with allies to promote critical information sharing. Partnerships with key agencies leveraged the subject-matter expertise of different organizations, ensured that crucial assessments were multifaceted, and reduced duplication.

Risks to PCO Operations

In 2014–15, PCO implemented initiatives to streamline business processes and enhance operational efficiency. Strong governance mechanisms and management oversight, including effective resourcing, succession planning, performance management and technology deployments, reduced risks, ensuring that PCO remains an organization that functions well. Senior management at PCO provided direction and oversight on initiatives, such as the government-wide Common Human Resources Business Process, to ensure future efficiency and enhancements to service delivery. In addition, a combination of structural and procedural changes, and automated administrative services were implemented to maintain operations with fewer resources.

For example, PCO has undertaken initiatives outlined in the 2013–16 Strategic Human Resources Plan to maintain its capability to advise and support its clients, as well as to properly support any staff who have been affected by the changes to its organization and business processes. Through the initiatives in the plan, PCO has adopted an integrated business and human resources planning approach for effective staffing and recruitment. This allowed PCO to secure the competencies needed by the department and to redeploy staff to meet immediate and future requirements. Moreover, PCO was able to further develop a high- performing, adaptable and committed workforce. This was reflected in PCO's results in the 2014 Public Service Employee Survey.

Risks to Security and Emergency Management

Risks to security and emergency management came to the forefront following the October 22, 2014, shootings on Parliament Hill. In response to this event, PCO undertook an after-action review of its response. The results of the review gave rise to a number of recommendations that were implemented, thus strengthening the department's emergency management and response posture for the future.

In addition, during the 2014–15 fiscal year, PCO completed level-one Business Continuity Plans and is formalizing the links to the department's critical functions. PCO also developed risk treatment procedures to strengthen its risk management practices, such as information management controls and safeguards for Cabinet confidences.

Actual Expenditures

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	Difference (actual minus planned)
118,806,989	121,264,096	127,224,987	123,193,655	1,929,559

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
851	884	33

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)
Strategic Outcome: 1: The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained..								
1.1 Advice and support to the Prime Minister and portfolio ministers	63,116,304	63,116,304	63,821,863	63,851,730	67,374,608	63,488,309	65,873,503	68,183,596
1.2 Advice and support to Cabinet and Cabinet committees	14,292,030	14,292,030	13,921,562	13,921,562	14,779,404	13,636,584	14,105,792	14,917,947
1.3 Public service leadership and direction	3,115,243	3,115,243	4,408,311	4,408,311	3,255,270	2,748,542	2,463,664	2,673,659
1.4 Commissions of inquiry	0	0	0	0	0	0	0	2,558,379
Subtotal	80,523,577	80,523,577	82,151,736	82,181,603	85,409,282	79,873,435	82,442,958	88,333,581
Internal Services Subtotal	38,283,412	40,740,519	39,768,394	39,386,592	41,815,705	43,320,220	43,942,168	41,898,860
Total	118,806,989	121,264,096	121,920,130	121,568,195	127,224,987	123,193,655	126,385,127	130,232,441

Variance between 2014–15 Planned Spending ($121,264,096) and 2014–15 Actual Spending ($123,193,655)

PCO's Actual Spending for fiscal year 2014–15 was $1.9 million higher compared to Planned Spending. This increase is due in part to a one-time transition payment made across government as a result of changes from pay in advance of work performed to pay in arrears. Other reasons for this increase include: spending related to payments for severance pay; other salary-related items, such as parental leave; and additional spending related to key initiatives that enhanced PCO's efficiency and effectiveness and positioned the organization for Government-wide transformational changes.

In addition to the above, PCO incurred additional expenses related to certain items that were not included in its 2014–15 planned spending due to timing associated with the preparation of the

2014–15 Report on Plans and Priorities (RPP). Specifically, these initiatives are: the Canadian Secretariat to the Canada-U.S. Regulatory Cooperation Council and the Central Innovation Hub. These initiatives subsequently received Treasury Board and Parliamentary approval during the fiscal year.

These increases were partially offset by savings achieved within the Prime Minister's Office (PMO) and the offices of the portfolio ministers. In addition, a reduction in PCO's spending due to staff turnover and delays in staffing, as well as decreases in contributions to employee benefit plans and other operating costs contributed to the overall savings.

Total Authorities Available for Use compared to Actual Spending resulted in $4.0 million of unused 2014–15 authorities. This lapse is mainly attributable to frozen allotments that lapsed at year-end related to unspent funds from PMO and from ministers' offices within the Prime Minister's portfolio. Other factors that contributed to the lapse include a 20% tax on conversion of operating to salary budget to compensate for the year-end salary shortfall, money set aside for future collective bargaining pressures and for government-wide initiatives, such as the implementation of the Canada School of Public Service's new business model, the Web Renewal Initiative, and the elimination of late fees and interest charges.

For variance details between PCO's 2014–15 planned spending and 2014–15 actual spending, by program and sub-program, please refer to Annex I.

Alignment of Spending With the Whole-of-Government Framework

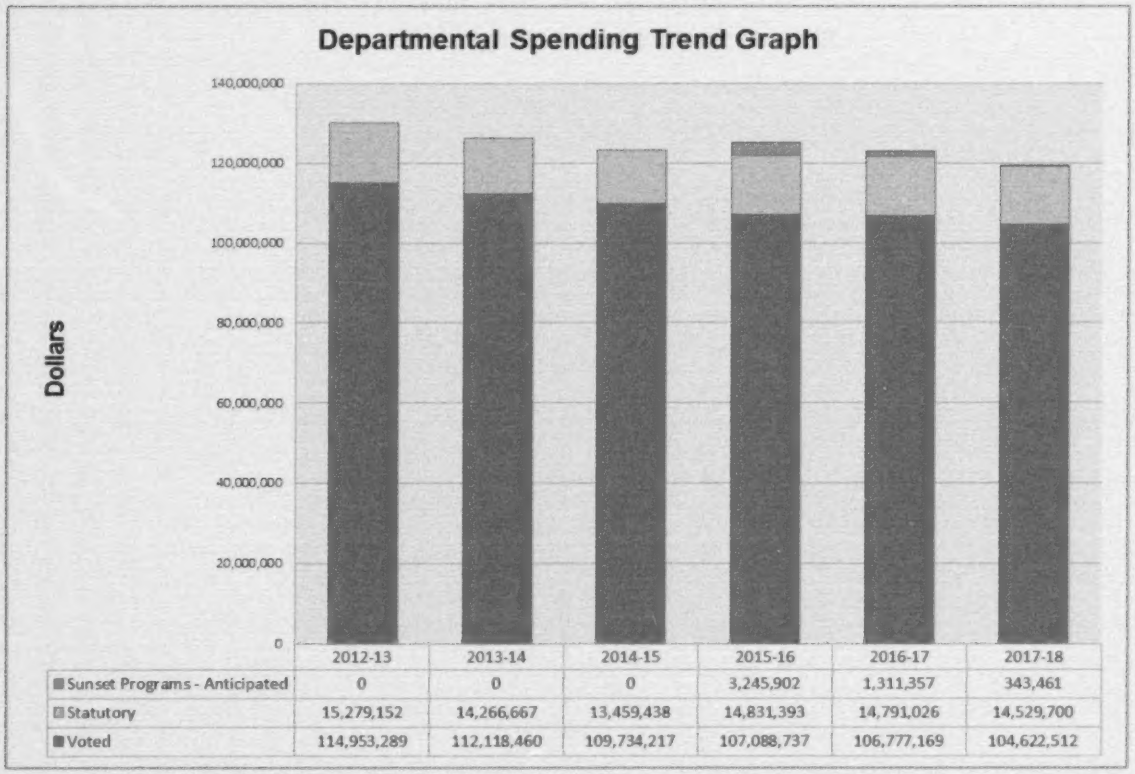
Alignment of 2014–15 Actual Spending With the Whole-of-Government Framework[iii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Actual Spending
1. The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.	1.1: Advice and support to the Prime Minister and portfolio ministers	Government Affairs	Strong and independent democratic institutions	63,488,309
	1.2: Advice and support to Cabinet and Cabinet committees	Government Affairs	Strong and independent democratic institutions	13,636,584
	1.3: Public Service leadership and direction	Government Affairs	Well-managed and efficient government operations	2,748,542
	1.4: Commissions of inquiry	Government Affairs	A transparent, accountable, and responsive federal government	0

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	0	0
Social affairs	0	0
International affairs	0	0
Government affairs	80,523,577	79,873,435

Departmental Spending Trend



	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Sunset Programs - Anticipated	0	0	0	3,245,902	1,311,357	343,461
Statutory	15,279,152	14,266,667	13,459,438	14,831,393	14,791,026	14,529,700
Voted	114,953,289	112,118,460	109,734,217	107,088,737	106,777,169	104,622,512

The graph above illustrates PCO's spending trend over a six-year period from 2012–13 to 2017-18. Fiscal years 2012–13 to 2014–15 reflect the department's actual expenditures as reported in the Public Accounts. Fiscal years 2015–16 to 2017–18 represent planned spending and anticipated funding for sunset programs announced as part of the Government of Canada's 2015 budget.

The overall trend in the graph above illustrates a notable decrease in departmental spending between fiscal years 2012–13 and 2017–18. This trend reflects PCO's commitment to achieving savings through improved efficiency as part of the deficit measures announced in Budget 2012.

Departmental spending in 2014–15 was $3.2 million lower than in 2013–14, which is explained in part by:

- a decrease in spending due to cumulative reductions to PCO's budget associated with various government-wide initiatives;
- a reduction in salary-related costs, such as severance pay and contributions to employee benefit plans
- a decrease in spending within the offices of the portfolio ministers, mostly due to

the removal of the Office of the Leader of the Government in the Senate from Cabinet. As of summer 2013, PCO no longer provides funding or any service to that office; and
- a reduction in payout costs as a result of winding down activities related to workforce adjustment measures.

The decrease in spending was partially offset by:
- a one-time transition payment to implement salary payment in arrears, which is a government-wide initiative; and
- the creation of the Central Innovation Hub, which supports departments and agencies in adopting new tools and approaches to address policy and program challenges.

Between 2015–16 and 2017–18, overall departmental spending is expected to further decrease by $5.6 million, which is primarily explained by:
- the sunsetting of funds related to the Canada-United States Regulatory Cooperation Council, the Beyond the Border Action Plan and the coordination of government-wide communications for Canada's budget as well as a reduction of funding related to the Office of the Special Advisor on Human Smuggling. Decisions regarding sunset programs will be made in future budgets and may be reflected in future appropriations; and
- the permanent transfer of resources associated with the consolidation of pay services.

Expenditures by Vote

For information on PCO's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2015*,[iv] which is available on the Public Works and Government Services Canada website.[v]

Section II: Analysis of Program(s) by Strategic Outcome

Strategic Outcome:

The Government's agenda and decision making are supported and implemented and the institutions of government are supported and maintained.

Program 1.1: Advice and support to the Prime Minister and portfolio ministers

Description

PCO provides professional, non-partisan advice and support to the Prime Minister and portfolio ministers on the full spectrum of issues and policies they address on a daily basis.[vi] PCO also provides advice and support on: the structure and organization of government; government-wide communications; the Governor-in-Council appointments system; the development and implementation of parliamentary and legislative programs; democratic reform; and legal issues.

In addition, PCO provides administrative advice and support pertaining to the budgets of the Prime Minister's Office and those of the offices of portfolio ministers.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
63,116,304	63,116,304	67,374,608	63,488,309	372,005

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
491	484	(7)

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
PCO advice enables the Government to achieve its legislative and policy agenda.	The Prime Minister and portfolio ministers are fully supported in carrying out their respective responsibilities.	Targets are not applicable.	PCO provided the Government with effective, high-quality advice and support to ensure that the Prime Minister and portfolio ministers were fully able to carry out their respective responsibilities. This is best exemplified by PCO's successful provision of advice and support that enabled the government-wide implementation of the 2014 budget, and the extent of legislation that received Royal Assent in Parliament.

Performance Analysis and Lessons Learned

Throughout 2014–15, PCO supported the Prime Minister and portfolio ministers in exercising their overall leadership responsibilities on matters of national and international importance. The professional, non-partisan advice and support delivered by PCO encompassed the entire spectrum of the policy, legislative and government administration agendas.

In 2014–15, PCO supported the Government's agenda by consulting and collaborating with departments, stakeholders and partners, on such areas as: health care, social policy (e.g., support for Veterans, immigration, and citizenship), democratic reform, sustainable regional development, economic stability, employment, trade, and legal issues. In addition, PCO continued to support interactions and meetings with the Government's provincial and territorial counterparts.

PCO provided advice and support to the Government on national security and intelligence issues, and supported the Prime Minister on the Government's international agenda. This included international trade agreements, summits, and meetings with other states. PCO delivered the advice and coordination that resulted in enhanced trade and security cooperation between Canada, the United States and Mexico. PCO supported the Government's trade and international agendas with nations in Europe, Africa, the Pacific Rim, Latin America and the Caribbean.

During the year, non-partisan advice and support from PCO enabled the effective management of the Government's legislative and policy agendas. PCO also delivered support and advice on our Westminster style of government, organizational structure, and governance in the federal Public Service. As well, PCO delivered administrative advice and support to the offices of the Prime Minister and portfolio ministers.

The sub-programs that follow provide further information on how PCO supported the Prime Minister and the portfolio ministers in the achievement of their national and international priorities.

Sub-Program 1.1.1: Issues, policies, machinery and appointments

Description

PCO provides advice and support to the Prime Minister and portfolio ministers on a wide range of issues and policies, including those pertaining to social, economic, regional development, and legal matters. PCO provides advice on the constitutional principles of our system of government and the prerogative responsibilities of the Prime Minister, such as the structure and organization of government. PCO coordinates government-wide communications so that they are effectively managed and responsive to the diverse information needs of the public. PCO also provides policy and operational advice on the recruitment, selection and compensation of Governor-in-Council appointees, including senior officials, such as deputy ministers, heads of agencies, and chief executive officers and chairs of Crown corporations.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
24,274,103	26,680,710	2,406,607

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
164	183	19

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Decision making is informed by professional, non- partisan advice provided.	Advice to the Prime Minister and portfolio ministers is provided in a timely manner. The Prime Minister and portfolio ministers are provided with timely support to enable decision making. • Number of Governor-in- Council appointments	Targets are not applicable	PCO provided timely, in-depth advice and analysis on all priority issues within expected timeframes. In addition, PCO advised on and supported machinery of government activities, such as two Cabinet shuffles and two subsequent changes to the Parliamentary secretaries. PCO coordinated and managed a total of 94 selection and recruitment processes at various stages of completion for Governor-in-Council appointments during 2014–15. There were 599 Governor-in-Council appointments made in 2014–15. Some notable examples include: the Chair and two vice-chairs of the new Public Service Labour Relations and Employment Board; the Chief Administrator of the new Administrative Tribunals Support Service of Canada; the first Financial Literacy Leader; the Superintendent of Financial Institutions; the Chief Public Health Officer; the Chief Commissioner of the Canadian Human Rights Commission; the Chairperson of the Immigration and Refugee Board of Canada; the Chairperson of the Canadian Human Rights Tribunal; the National Film Board of Canada's Government Film Commissioner; and the Privacy Commissioner of Canada.

Performance Analysis and Lessons Learned

In 2014–15, PCO provided professional, non-partisan advice and support to assist the Government in effecting its policy, legislative and government administration agendas for the final year of its mandate. PCO advised and supported the Prime Minister regarding monitoring, planning and implementation of the Government's priorities.

PCO provided the Prime Minister with advice on a range of budget measures. Advice was also provided on balanced budget legislation.

To support the Government's jobs and growth efforts, PCO delivered strategic advice and support which facilitated the introduction of several new initiatives, including: the Express Entry immigration selection system, the Temporary Foreign Worker Program reforms and the replacement of the Immigrant Investor Program with the Immigrant Investor Venture Capital pilot project.

The Prime Minister received timely and quality advice that enabled him to invoke his prerogative for machinery of government changes, including two Cabinet shuffles and two subsequent changes to the ranks of Parliamentary secretaries. PCO also supported the development of all ministerial mandate letters, which outline the expectations of the Prime Minister.

PCO provided non-partisan advice and support on a number of matters of significance to the Prime Minister and the Government, and hence to Canadians. Some examples of the matters on which PCO contributed in 2014–15 include:

- Economic measures, notably in the lead-up to the 2014 Update of Economic and Fiscal Projections and Budget 2015, culminating in various public policy announcements;
- Housing markets, oil prices, labour markets, innovation and productivity, and the manufacturing sector;
- All spending measures considered by the Prime Minister, as well as on tax measures;
- Development of the Compensation for Employers of Reservists Program, announced in November 2014, delivering on the commitment to assist employers of reservists, as stated in the 2013 Speech from the Throne;
- Veterans' issues, including employment, mental health and homelessness, resulting in enhancements to the New Veterans Charter, and the transfer of Ste. Anne's Hospital to the Government of Quebec;
- Key health policy issues, such as patient and drug safety, food safety, emerging health threats, and measures to curb illegal drug use and prescription drug abuse;
- The Action Plan to Address Family Violence and Violent Crimes Against Aboriginal Women and Girls;
- Canada's global leadership on maternal, newborn and child health (MNCH) through the "Saving Every Woman, Every Child: Within Arm's Reach Summit" and implementation of Canada's Forward Strategy on MNCH;
- The National Day of Honour on May 9, 2014, in which thousands of Canadians participated through events across the country to mark the end of Canada's mission in

Afghanistan; and

- The Prime Minister's ninth annual Northern Tour in August 2014 which highlighted Canada's North as critical to the country's economic strength and a key part of our culture and identity.

For additional details on PCO's performance and achievements as part of this sub-program, please follow the link.[vii]

Sub-Program 1.1.2: International affairs and national security

Description

PCO provides advice and support to the Prime Minister on matters related to: security and intelligence; foreign and defence policy; Canada-U.S. relations; international trade; development assistance; and emergency management. It coordinates advice across relevant government departments and agencies. It also conducts intelligence assessments of major international developments and trends in political, economic and security fields.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
12,224,522	11,962,556	(261,966)

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
92	93	1

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Decision making is informed by professional, non- partisan advice provided.	The Prime Minister and portfolio ministers are provided with timely support to enable decision making.	Targets are not applicable.	PCO provided timely support within expected timeframes on all priority issues. This is exemplified by the department's delivery of timely written and verbal assessments and advice on developments of relevance to the security and prosperity of Canada.
	The Prime Minister is provided with support for international engagements.		PCO successfully planned, coordinated, and supported the implementation of the Prime Minister's international engagement agenda, including participation in the G7 and G20 summits, the United Nations General Assembly, the 15th Summit of La Francophonie, the Asia-Pacific Economic Cooperation Summit, and through a number of successful bilateral visits.
	• Number of international engagements undertaken		In 2014–15, the Prime Minister participated in 11 incoming bilateral visits with world leaders and 12 visits abroad.

Performance Analysis and Lessons Learned

In 2014–15, PCO provided timely, comprehensive advice and support on international affairs and national security by delivering regular briefings on matters such as cyber threats, migrant smuggling, and the necessary review of the list of terror entities under the *Criminal Code*.

PCO supported the international trade and prosperity agenda with advice and coordination for high-level negotiations and the implementation of trade and partnership agreements. In addition, PCO delivered the necessary coordination for the Prime Minister's bilateral visits abroad, and for Canada's participation in international summits, and its hosting of foreign leaders.

PCO provided strategic advice on the *Canadian Victims Bill of Rights*, creating statutory rights at the federal level for victims of crimes. The legislation established statutory rights to information,

protection, participation and restitution, and ensured a complaint process for breaches of these rights. It received Royal Assent on April 23, 2015.

For additional details on PCO's performance and achievements as part of this sub-program, please follow the link.[viii]

Sub-Program 1.1.3: Intergovernmental Affairs

Description

PCO provides advice and support to the Prime Minister and the Minister of Intergovernmental Affairs on their bilateral engagement with provinces and territories and on the management of the federation. In support of the development and implementation of the Government's agenda and priorities, PCO provides the intergovernmental lens on policy and program initiatives.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
3,736,439	3,142,310	(594,129)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
23	22	(1)

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Decision making is informed by professional, non- partisan advice provided.	The Prime Minister and portfolio ministers are provided with timely support to enable decision making. - Number of federal-provincial/territorial meetings and calls supported	Targets are not applicable	PCO supported 32 meetings and calls between the Prime Minister or the Minister of Intergovernmental Affairs and their provincial and territorial counterparts. PCO also supported 10 meetings and calls between the Clerk and provincial/territorial counterparts.

Performance Analysis and Lessons Learned

In 2014–15, the Prime Minister and portfolio ministers were provided with professional and non-partisan advice from PCO to advance the Government's agenda vis-à-vis effective and efficient federal, provincial and territorial relations.

Collaboration and consultations between various PCO secretariats resulted in quality and timely support and advice to the Prime Minister and to the Minister of Intergovernmental Affairs on a total of 32 meetings and calls with their provincial and territorial counterparts.

PCO further fulfilled its responsibilities regarding intergovernmental affairs by:

- Advising the Minister of Intergovernmental Affairs on all items considered by Cabinet and by the Cabinet Committee on Priorities and Planning;
- Advising and supporting the Prime Minister and the Minister of Intergovernmental Affairs on key federal-provincial/territorial agreements and issues, including: the New Building Canada Plan; the Canada-European Union Comprehensive Economic and Trade Agreement; labour market issues; devolution in the Northwest Territories; and issues pertaining to energy and the environment; and
- Providing advice to the Prime Minister and portfolio ministers on federal-provincial/territorial fiscal arrangements and on the fiscal situations of provinces and territories.

PCO's support on matters relating to intergovernmental affairs helped to advance shared priorities in support of continued prosperity and competitiveness across the country.

Sub-Program 1.1.4: Legislation, parliamentary issues and democratic reform

Description

PCO provides advice and support on the development, coordination and implementation of the Government's legislative and parliamentary programs and democratic reform agenda to the Prime Minister, the Leader of the Government in the House of Commons, and the Minister of State (Democratic Reform).[ix] PCO supports the participation of these portfolio ministers in Cabinet committees and parliamentary activities. PCO supports and coordinates the government-wide process of Parliamentary Returns. In addition, administrative support is provided to the Minister of State and Chief Government Whip.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
3,459,715	3,437,682	(22,033)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
25	24	(1)

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Decision making is informed by professional, non- partisan advice provided.	The Prime Minister and portfolio ministers are provided with timely support to enable decision making.	Targets are not applicable.	PCO provided timely support on all priority issues within expected timeframes. This is exemplified by PCO's well-timed efforts to support the adoption of budget implementation legislation necessary to support all the initiatives announced as part of the 2014 budget, and by its support to the legislative changes to Canada's election laws, which were adopted in time for them to be implemented for the next federal election.
	PCO's advice enables the Government to achieve its legislative agenda. • Number of bills introduced and passed		27 Government bills were introduced in 2014–15; 30 bills received Royal Assent.
	• Number of Parliamentary Returns managed		A total of 3,754 Parliamentary Returns were managed across all government organizations.

Performance Analysis and Lessons Learned

In 2014–15, PCO provided timely and high-quality advice to the Prime Minister and to portfolio ministers on a range of policy and legislation issues, and supported them in their efforts to secure policy approval from Cabinet. PCO worked with other departments, namely the Department of Justice, to draft legislation and necessary amendments to existing federal laws.

PCO provided integral advice and support for the coordination of the Government's legislative program in Parliament. During 2014–15, 27 government bills were introduced and 30 government bills received Royal Assent. This included bills to implement the Government's budget and fulfill commitments made in the 2013 Speech from the Throne. PCO also provided advice and support for the coordination of the Government's response to private Members' bills and motions.

PCO supported the Government by managing and coordinating the responses for 3,754 Parliamentary Returns.

PCO supported the Leader of the Government in the House of Commons on a range of issues by providing expert non-partisan advice on managing the legislative program and by coordinating within PCO and across the government on the day-to-day management of government business in Parliament.

To advance the Government's democratic reform agenda in 2014–15, PCO provided advice and subject matter guidance to support the introduction and passage of comprehensive amendments to the *Canada Elections Act*, as well as the introduction of a bill proposing amendments to the special ballot voting rules. PCO also provided support to the Government for the adoption of changes to the 2013 Representation Order and the *Electoral Boundaries Readjustment Act* (e.g., riding name changes). PCO provided timely advice on changes that would reinforce the integrity of the voting system under the *Canada Elections Act*. PCO provided ongoing advice and support to the Minister of State (Democratic Reform).

Sub-Program 1.1.5: Offices of the Prime Minister and portfolio ministers

Description

The Prime Minister's Office (PMO) and the offices of portfolio ministers have the budgets to carry out their operations. PCO also provides telecommunications and audio-visual support, as well as technical support for the Prime Minister during his domestic and international visits.

Furthermore, the Executive Correspondence Unit manages both inbound and outbound correspondence for PCO, PMO and portfolio ministers.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
19,421,525	18,265,051	(1,156,474)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
187	162	(25)

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Prime Minister's Office and the offices of portfolio ministers are adequately resourced.	The Prime Minister's Office and offices of portfolio ministers receive appropriate resources in a timely manner. PMO and offices of portfolio ministers receive the necessary services in a timely manner.	Targets are not applicable	In 2014–15, PCO provided all necessary services and resources to these offices in a timely manner.
	• Number of pieces of correspondence processed for the Prime Minister and for portfolio ministers (e.g., paper-mail, emails, etc.)		In 2014–15, PCO's Executive Correspondence Unit processed 1,371,358 pieces of correspondence (e.g., paper mail and email) received for the Prime Minister and portfolio ministers. The Executive Correspondence Unit also sent 79,136 responses (e.g., letters and email). For more details, please refer to Annex II.[x]
	• Number of phone calls processed for PMO		In 2014–15, PCO's Executive Correspondence Unit received and processed 13, 111 phone calls transferred from PMO.

Performance Analysis and Lessons Learned

In 2014–15, timely support was provided by PCO for the administration of the budgets for PMO and the offices of portfolio ministers. Furthermore, PCO ensured that adequate resources were available during the year to fulfil their mandates.

Throughout the year, PCO successfully delivered a number of other services to PMO and the offices of portfolio ministers, including the provision of technical support for the Prime Minister while traveling, and the timely and effective management of all inbound and outbound correspondence. As an example, in 2014–15, PCO's Executive Correspondence Unit processed 1,371,358 pieces of correspondence for the Prime Minister and portfolio ministers; sent 79,136 responses; and processed 13,111 phone calls. For more information, please refer to the Summary of Correspondence Activities in Annex II.[xi]

Program 1.2: Advice and support to Cabinet and Cabinet committees

Description

PCO supports the efficient and effective functioning of Cabinet and Cabinet committees on a day-to-day basis. As part of this work, PCO coordinates departmental policy, legislative and government administration proposals going to Cabinet and its committees; performs a challenge function during the policy development process; and prepares briefing materials and accompanying policy analysis to facilitate Cabinet's decision-making process. PCO also provides a secretariat function for Cabinet and its committees, which includes scheduling and support services for meetings, as well as preparation and distribution of Cabinet documents. In addition, PCO supports effective policy integration across the federal government so that proposals take into account the full range of departmental perspectives and issues related to implementation, such as communications, parliamentary affairs, intergovernmental relations and budget impacts.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
14,292,030	14,292,030	14,779,404	13,636,584	(655,446)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
101	102	1

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The functioning and integrity of the Cabinet decision- making process are maintained.	Cabinet and Cabinet committees are provided with timely support to enable decision making. - Number of full meetings of Cabinet and Cabinet committees	Targets are not applicable.	A total of 130 meetings of Cabinet and Cabinet committees were organized in 2014–15.

Performance Analysis and Lessons Learned

In 2014–15, the Government continued to focus on jobs, growth and long-term prosperity through its 2014 Update of Economic and Fiscal Projections, and as articulated in the 2013 Speech from the Throne. PCO performed a central role in advising and supporting the Government in setting its forward agenda for the year, and in the decision-making processes necessary for the formulation of Budget 2015. PCO monitored progress against commitments and priorities in the Government's policy agenda and also provided government-wide coordination to help ensure that all departments and agencies contributed successfully to the Government's priorities.

PCO supported all Cabinet and Cabinet committee meetings. As well, PCO delivered policy advice, briefings and analysis to support decision making by the sub-committees on Ebola and on Government Administration.

PCO led the coordination and policy integration necessary across departments to implement bilateral trade agreements and public policy initiatives.

Throughout the year, PCO successfully provided the advice and support needed to maintain the integrity and smooth operation of the Cabinet decision-making process. For specific details on how PCO supported the Government in this regard, please refer to the sub-programs that follow.

Sub-Program 1.2.1: Operation of Cabinet committees

Description

PCO helps coordinate the operation of Cabinet and Cabinet committees, including assisting in agenda setting and meeting management and by providing secretarial support and expert advice to the Cabinet and the Chairs of Cabinet committees on the full range of issues and policies they address. PCO also prepares Orders in Council and other statutory instruments to give effect to Government decisions.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
8,796,437	8,615,039	(181,398)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
69	69	0

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Cabinet and its committees are provided with the support required for decision making.	Cabinet and Cabinet committees are provided with timely support to enable decision-making. • Cabinet documents are distributed in a timely manner to ministers • Number of Orders in Council	Targets are not applicable	PCO prepared and distributed Cabinet documentation in both official languages in a timely manner. PCO distributed Cabinet documents to ministers with sufficient time for briefing and making informed decisions. In total, 1,552 Orders in Council were approved during 2014–15.

Performance Analysis and Lessons Learned

PCO delivered advice and support on the full spectrum of policy, legislative and government administration priorities to Cabinet and Cabinet committees, as set out in the 2013 Speech from the Throne, which facilitated discussions at Cabinet and Cabinet committees. As well, PCO rigorously maintained a high level of discretion and confidentiality regarding the management of Cabinet papers.

While PCO effectively supported all Cabinet and Cabinet committee meetings, it directly managed and supported 5 Cabinet committees: Operations; Social Affairs; Economic Prosperity; Priorities and Planning, and Foreign Affairs and Security. Policy advice was also prepared for the sub-committee on Ebola. In addition, PCO played a challenge function on items related to management reform that went to the Treasury Board Sub-Committee on Government Administration.

In addition to organizing and supporting 130 Cabinet and Cabinet committee meetings, PCO organized and supported 5 meetings of the sub-committee on Ebola in 2014–15. PCO provided professional secretariat support to Cabinet and expert advice to Chairs of Cabinet committees. PCO also provided strategic advice to the Prime Minister to support him in his role as Chair of Cabinet and Chair of the Cabinet Committee on Priorities and Planning.

Throughout 2014–15, PCO ensured that the Prime Minister and Cabinet ministers were provided with the necessary information on which to base decisions that affect the daily lives, health, safety, well-being and prosperity of all Canadians. To achieve this, PCO provided clear direction to departments on the documents intended for Cabinet and ensured that these requirements were met.

Examples of the advice and support delivered to Cabinet and Cabinet committees by PCO are as follows:

- Coordinated policy and legislative proposals to Cabinet and managed Cabinet documents through the Cabinet decision-making process;
- Managed the day-to-day activities supporting the work of committees, which included preparing and managing agendas and briefing notes, performing a rigorous challenge function with departments, and mitigating operations risks;
- Established meeting environments that supported focussed discussions by ministers on policy proposals;
- Provided advice and analysis on government administration priorities considered by policy committees, and
- Provided a professional secretariat function, including ensuring the security and access of attendees, preparing and circulating Cabinet materials, organizing meetings, and

recording the decisions of the weekly scheduled Cabinet and Cabinet committee meetings.

PCO engaged early in the Cabinet process by reviewing and providing communications advice on Memoranda to Cabinet, other presentations to Cabinet such as the Government's response to the Auditor General's reports, and on a number of policy and program decisions made by Cabinet. In addition, PCO strictly upheld its duty of confidentiality, and thereby protected the integrity of the Cabinet decision-making process.

PCO provided advice and support to the Prime Minister, the President of the Treasury Board and the Clerk of the Privy Council on a range of activities related to the use and management of Orders in Council, regulations and other statutory instruments.[xii]

In January and February 2015, PCO, in partnership with the Office of the Secretary to the Governor General, organized the swearing-in ceremonies for ministers as a result of two minor Cabinet shuffles. The Clerk is an active participant in these ceremonies.

Sub-Program 1.2.2: Integration across the federal government

Description

PCO supports effective policy integration across the federal government so that policy, legislative and government administration proposals take into account the full range of departmental perspectives and issues related to implementation, such as communications, parliamentary affairs, intergovernmental relations and budget impacts. PCO coordinates the management of deputy minister level meetings and provides expert advice to the Clerk of the Privy Council on a broad range of policy issues. PCO also supports the implementation of the Government's priorities in Parliament by providing advice and operational support for the introduction and progression of legislative initiatives, with a particular emphasis on priority bills.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
5,495,593	5,021,545	(474,048)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
32	33	1

Please refer to Annex 1 for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Government's agenda is implemented in a coordinated way.	Deputy ministers are regularly informed of the Government's agenda and activities. • Number of deputy minister meetings and sessions	Targets are not applicable.	In 2014–15, PCO provided advice and support for deputy minister meetings, which fostered greater policy integration across the federal government. 91 deputy minister meetings in total, which includes 9 Board of Management and Renewal meetings; and 2 deputy minister planning sessions.

Performance Analysis and Lessons Learned

Policy integration across the government was effectively supported by PCO, thus ensuring that policy, legislative and government administration proposals take into account the full range of departmental and enterprise-wide perspectives. In 2014–15, PCO coordinated advice on a number of areas, including: matters related to implementation, such as communications, parliamentary affairs, intergovernmental relations and budget measures; and matters related to government administration. In addition, PCO played a critical coordinating role leading to the implementation of bilateral agreements, such as the Canada-European Union Comprehensive Economic and Trade Agreement, and the Canada-Australia Public Policy Initiative.

PCO advanced its challenge function by bolstering joint policy development by departments and agencies, and ensuring attention was given to horizontal and cross-cutting concerns. This, in turn, reinforced PCO's critical role, as secretariat to Cabinet and its committees, to ensure that policy proposals presented to ministers were developed in an integrated manner. PCO provided advice on the higher standard of financial information and costing analysis that was included in proposals to support informed decision making. PCO also provided legal feedback and played a challenge function on legal issues that arose during the preparation of Memoranda to Cabinet.

In addition, PCO maintained the tools it has developed to effectively support the quality of information for Cabinet. An example of a guidance tool maintained by PCO is the *A Drafter's Guide to Cabinet Documents*.

PCO supported the activities of the Coordinating Committee of Deputy Ministers and other deputy minister-level committees. In 2014–15, this included an intensified, government-wide, medium-term planning process in preparation for the October 2015 federal election.

PCO supported interdepartmental cooperation and collaboration on the Government's agenda. PCO provided the coordination and support to this integrated approach, fostered by deputy minister-level forums, including regular meetings and two extended, day-long planning sessions.

Program 1.3: Public service leadership and direction

Description

PCO supports the development and maintenance of a high-quality Public Service that meets the highest standards of accountability, transparency and efficiency. As part of this work, PCO provides advice to the Clerk of the Privy Council and the Prime Minister on the renewal of Public Service and government operations in order to position the Public Service workforce and workplace for the future as more adaptable, innovative and streamlined. PCO also supports the

human resources management of senior leaders across the government, including performance management and leadership development

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
3,115,243	3,115,243	3,255,270	2,748,542	(366,701)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
19	17	(2)

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Public Service has the talent, capacity and management frameworks to provide advice on and implement the Government's agenda.	The Public Service is engaged in renewal and business transformation activities.	Targets are not applicable.	The Public Service is engaged in significant renewal and business transformation activities as reported in the Clerk's *Twenty-Second Annual Report to the Prime Minister on the Public Service of Canada.*[xiii] The Central Innovation Hub, launched in 2014–15, was created at PCO under the leadership of the Clerk to apply innovative tools and approaches to policy and program challenges across the Public Service. Public servants participated in activities in support of Blueprint 2020, in departments, agencies, functional communities, professional networks and across the Public Service.

Performance Analysis and Lessons Learned

In 2014–15, PCO supported sound government administration by providing strategic advice and support to the Clerk of the Privy Council and the Prime Minister on a number of issues regarding transformation and renewal of the Public Service.

The Clerk and the Deputy Clerk were supported by PCO in their engagement activities with public servants at all levels. These engagement activities included two webinars, Career Boot Camp 2015, and the annual Assistant Deputy Minister Forum.

PCO's advice and support contributed to sound government administration. PCO's efforts advanced the Blueprint 2020 vision, which is enhancing productivity and improving ways of doing business, resulting in better and more responsive services to Canadians.

In 2014-15, work was initiated with federal departments and agencies through the Central Innovation Hub to test new, low-cost approaches to strengthen the quality and speed of policy advice. The Hub continues working to integrate the use of new tools, such as strategic design and behavioural economics, to improve the design of programs and services to better meet the needs of Canadians at a lower cost to taxpayers.

PCO also delivered advice and support to the Prime Minister and the Clerk on the human resources management of senior officials.

The sub-programs that follow provide further details regarding PCO's achievements in delivering Public Service leadership and direction.

Sub-Program 1.3.1: Business transformation and Public Service renewal

Description

PCO supports government-wide initiatives to offer improved and more responsive services to Canadians, to enhance productivity in the Public Service and to find better ways of doing business. PCO provides strategic advice on whole-of-government transformation, Public Service renewal and other major management reforms. PCO also supports the Prime Minister's Advisory Committee on the Public Service, which provides independent advice to the Prime Minister on the effective functioning of the Public Service.

Budgetary Financial Resources (dollars)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
2,121,917	1,671,353	(450,564)

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
12	10	(2)

Please refer to Annex 1 for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
The Prime Minister and the Clerk of the Privy Council are provided with the support required to lead the Public Service renewal and business transformation agendas.	The Prime Minister and the Clerk are provided with advice on Public Service renewal and business transformation.	Targets are not applicable to indicators pertaining to the policy function.	PCO provided advice and support on Public Service renewal and business transformation to the Prime Minister and the Clerk, in part through the Prime Minister's Advisory Committee on the Public Service and the Deputy Minister Board of Management and Renewal.
	• Number of meetings of the Prime Minister's Advisory Committee on the Public Service		PCO supported three meetings of the Prime Minister's Advisory Committee on the Public Service.
	• Number of meetings of the Deputy Minister Board of Management and Renewal		PCO supported nine meetings of the Deputy Minister Board of Management and Renewal.
	The Public Service and its leaders are provided with advice and support.		
	• Prime Minister's Advisory Committee on the Public Service's report		PCO delivered the *Ninth Annual Report of the Prime Minister's Advisory Committee on the Public Service* [xiv] for the period ending March 31, 2015.
	• Clerk's Annual Report to the Prime Minister on the Public Service of Canada		PCO developed the Clerk's *Twenty- Second Annual Report to the Prime Minister on the Public Service of Canada* [xv] for the year ending March 31, 2015.
	• Number of Clerk and Deputy Clerk outreach activities on business transformation and Public Service renewal		There were 21 Clerk and Deputy Clerk outreach activities on Public Service renewal and business transformation, including activities related to Blueprint 2020.

Performance Analysis and Lessons Learned

Throughout 2014–15, PCO contributed to sound government administration by providing strategic advice on proposals and initiatives to improve the responsiveness of services to Canadians, enhance productivity in the Public Service and increase efficiency and effectiveness across government. PCO identified a number of whole-of-government proposals on transformation and renewal, and delivered analysis and advice that supported the Deputy Minister Board of Management and Renewal (Board of Management) in its role to provide stewardship and sustained leadership on the Public Service.

PCO's advice to the Board of Management supported discussions on a range of topics in support of achieving the Blueprint 2020 vision. Discussions addressed the three key areas of modernization under way: people, process and technology.

As Blueprint 2020 completed its second year, PCO supported the Clerk and Deputy Clerk in providing ongoing leadership on this key initiative to public servants at all levels. In 2014-15, PCO worked with stakeholders to ensure that the substantial momentum already achieved was sustained by adhering to the guiding principles of the vision.

PCO liaised regularly with the National Blueprint 2020 Secretariat to further develop and advance initiatives. PCO actively engaged and collaborated with key departments and central agencies to implement initiatives, as well as to ensure that a coordinated approach was taken to communicate progress and milestones.

In addition, PCO supported the Clerk and the Deputy Clerk's outreach activities with public servants, such as the Spotlight on #GC2020 and Blueprint 2020 webinars, the national Career Boot Camp 2015, the ADM Forum and visits to Regional Federal Councils.

Throughout PCO, staff participated in Blueprint 2020 consultations. Working groups were formed to implement signature initiatives under three themes: Innovative Practices and Networking; People Management; and Technology. In 2014–15, PCO fulfilled these commitments to the Blueprint 2020 vision by: creating and launching the Central Innovation Hub to increase the speed and success of policy development through innovative approaches and tools; launching the online new employee orientation tool and programs to support professional development; and modernizing the desktop environments and upgrading PCO's operating systems.

PCO provided ongoing secretariat and analytical support to the Prime Minister's Advisory Committee on the Public Service, which provides a valuable external perspective on renewal and future development of the Public Service. The Advisory Committee met three times in 2014-15. PCO helped to produce and disseminate the *Ninth Annual Report of the Prime Minister's*

Advisory Committee on the Public Service to interested stakeholders. The Ninth Annual Report covers the Advisory Committee's observations in areas including: attracting, retaining and developing talent; better measuring performance and results; and continuing to demonstrate agility and responsiveness in the face of ever-increasing complexity. The Advisory Committee reiterated its endorsement of the Blueprint 2020 vision for modernizing the Public Service, noting the essential role of the institution.

PCO developed and disseminated the Clerk's *Twenty-Second Annual Report to the Prime Minister on the Public Service of Canada*, for the year ending March 31, 2015. In this report, the Clerk highlighted the significant accomplishments made by public servants in delivering on the Government's agenda and serving Canadians in policy, program management and front-line service delivery. The Clerk also outlined three priority areas for action in the coming year: reinvigorating our recruitment efforts; building healthy, respectful and supportive work environments, with a particular focus on mental health; and developing the policy community as a profession. In the first three weeks after its launch, the report was viewed over 20,000 times, demonstrating the Clerk's important guiding role as Head of the Public Service.

Through these various forums and through direct actions, PCO continued to ensure the alignment and achievement of the Government's established goals, and enabled continued progress on all renewal and transformation initiatives underway.

Sub-Program 1.3.2: Management of senior leaders

Description

PCO provides advice and support to the Prime Minister and the Clerk of the Privy Council on the human resources management of senior leaders, in order to foster a Public Service with the capacity and talent needed to deliver the Government's agenda. As part of this work, PCO supports the development of senior leaders; undertakes succession planning; implements the performance and talent management programs; and supports the Deputy Minister Committee of Senior Officials.

Budgetary Financial Resources (dollars)

2014–15 Planned Spending	2014–15 Actual Spending	2014–15 Difference (actual minus planned)
993,326	1,077,189	83,863

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
7	7	0

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Effective programs and mechanisms are in place for the development of future leaders of the Public Service and to develop and manage Governor-in-Council (GIC) appointees.	Successful completion of the annual Performance Management Program for Governor-in-Council appointees. Successful completion of the Talent Management Program for assistant deputy ministers and associate deputy ministers. Successful development and implementation of the necessary orientation and training programs for Governor-in-Council appointees. Number of Committee of Senior Officials and sub-committee meetings.	Targets are not applicable.	All programs were conducted successfully throughout the year, resulting in strengthened management of the senior leadership cadre. All programs were conducted successfully throughout the year, resulting in strengthened management of the senior leadership cadre. PCO supported the Clerk in the management of senior leaders through effective succession planning, talent management, orientation and leadership development programs. PCO supported five meetings of the Committee of Senior Officials and one sub-committee meeting.

Performance Analysis and Lessons Learned

In 2014–15, PCO continued to support the Clerk in the management of senior leaders through effective succession planning, talent management, orientation and leadership development programs. This work also involved providing secretariat services to the deputy minister-level Committee of Senior Officials (COSO), as well as managing the human resources programs affecting the assistant deputy minister and deputy minister communities.

During the course of the year, COSO met five times, and held one sub-committee meeting, all of which were supported by PCO. The Committee supported the Clerk of the Privy Council and the

Prime Minister in the management of the senior leadership cadre through the review of issues affecting talent management, performance management and succession planning.

In 2014–15, PCO administered the Performance Management Program for Chief Executive Officers of Crown corporations, Governor-in-Council appointees and deputy ministers. Through this work, PCO ensured that excellent performance was fostered through the rigorous evaluation of results in order to recognize and reward strong performance and to identify and manage under-performance. PCO also supported the completion of the Talent Management Programs for assistant and associate deputy ministers, including review meetings held by the COSO, resulting in a solid understanding of the issues related to succession planning and talent management in the senior ranks of the Public Service.

PCO worked with the Canada School of Public Service to provide orientation sessions for senior leaders and administered the One-on-One Orientation Program for Governor-in-Council appointees in full-time leadership positions, ensuring that newly appointed Governor-in-Council appointees were aware of their basic roles and accountabilities.

PCO identified succession needs at the most senior levels, and advised and supported the Clerk and the Prime Minister in addressing these needs. This resulted in the movement of some 58 senior officials, through 10 separate shuffles in the senior ranks of the Public Service, including 26 movements of existing deputy ministers, 18 new appointments to the deputy minister ranks, and 14 retirements.

Program 1.4: Commissions of inquiry

Description

PCO provides commissions of inquiry with financial and administrative support. As part of this work, PCO can, when necessary, provide ongoing administrative advice and support in the following areas: staffing; acquisition services; contracting; financial services; access to funding; records management; payroll support; publishing information online; translation; legal services; security; and systems support.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
0	0	0	0	0

Human Resources (Full-Time Equivalents [FTEs])

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
0	0	0

Please refer to Annex I for performance summary details and an explanation of financial variance.

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Commissions of inquiry receive required resources as well as advice and guidance on financial and administrative matters.	Commissions of inquiry have received appropriate resources, as well as the necessary services, advice and guidance in a timely manner.	Targets are not applicable.	Not Applicable. No commissions of inquiry were planned or undertaken during the 2014–15 fiscal year.

Performance Analysis and Lessons Learned

No commissions of inquiry were planned or undertaken during the 2014–15 fiscal year.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services, Acquisition Services, and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided to a specific program.

Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2014–15 Total Authorities Available for Use	2014–15 Actual Spending (authorities used)	2014–15 Difference (actual minus planned)
38,283,412	40,740,519	41,815,705	43,320,220	2,579,701

Human Resources (FTEs)

2014–15 Planned	2014–15 Actual	2014–15 Difference (actual minus planned)
240	281	41

Performance Analysis and Lessons Learned

In 2014–15, PCO continued to focus on strengthening its internal management practices to realize increased efficiencies and effectiveness. PCO accomplished this by concurrently launching new initiatives and by continuously enhancing existing programs and core internal services.

PCO's achievements in 2014–15 include:

- Implementing the Strategic Human Resources (HR) Plan, which enhanced HR management through the adoption of common HR business processes, the Performance Management Policy, and a new employee orientation program;
- Applying the PCO Recordkeeping Transformation Strategy, which strengthened information management and enhanced digital recordkeeping practices;
- PCO commenced refitting of the Blackburn Building to Workplace 2.0 standards. The successful completion of one floor in 2014–15 ensured that in the new fiscal year, PCO

employees could commence relocation to government-owned space, thereby reducing rental costs;

- Participation in the 2014 Public Service Employee Survey with a response rate of 79.2%;
- Modernizing information technology, which encompassed updates to computer desktops and email; secure network connectivity; and enhancement of enterprise applications (e.g., PeopleSoft and the Systems Application and Products, known as SAP);
- Improving procedures in relation to Access to Information and Privacy;
- Participating actively in efforts to implement the Government of Canada's Shared Travel Solution;
- Reviewing PCO's financial processes in order to align them with the Government of Canada's Financial Business Process Modernization initiative; and
- Addressing a range of security and emergency management priorities across the department.

For additional details on PCO's performance and achievements as part of this program, please follow the link.[xvi]

Section III: Supplementary Information

The financial highlights presented below are intended to serve as a general overview of PCO's unaudited financial statements for the 2014–15 fiscal year.

PCO is funded by the Government of Canada through parliamentary authorities. Reporting of these authorities within the department's financial statements is based on accrual accounting, whereas financial reporting in the other sections of the DPR is based on the principles of cash accounting. Consequently, items recognized in the Condensed Statement of Operations and in the Condensed Statement of Financial Position are not necessarily accounted for in the same manner as those reported elsewhere in the DPR. A re-conciliation between authorities used and the net cost of operations is presented in Note 3 of PCO's financial statements.[xvii]

Financial Statements Highlights

Privy Council Office

Condensed Statement of Operations (unaudited)
For the Year Ended March 31, 2015
(dollars)

Financial Information	2014–15 Planned Results	2014–15 Actual	2013–14 Actual	Difference (2014–15 actual minus 2014–15 planned)	Difference (2014–15 actual minus 2013–14 actual)
Total expenses	141,537,046	142,730,789	142,297,949	1,193,743	432,840
Total revenues	(99,233)	(89,558)	(79,768)	9,675	(9,790)
Net cost of operations before government funding and transfers	**141,437,813**	**142,641,231**	**142,218,181**	**1,203,418**	**423,050**

Net cost of operations before government funding and transfers:

Difference between 2014–15 Actual and 2013–14 Actual

The department's actual net cost of operations before government funding and transfers in 2014–15 was $0.4 million higher than the previous year. The increase is primarily explained by more costs for common services provided without charge by other government departments and more spending related to a new initiative: the Central Innovation Hub. In addition, during the year, fewer costs for informatics projects were reallocated from expenses to capital assets as

work-in-progress compared to last year. Furthermore, there were increases in the severance pay provision, amortization of capital assets, vacation pay and prepaid expenditures.

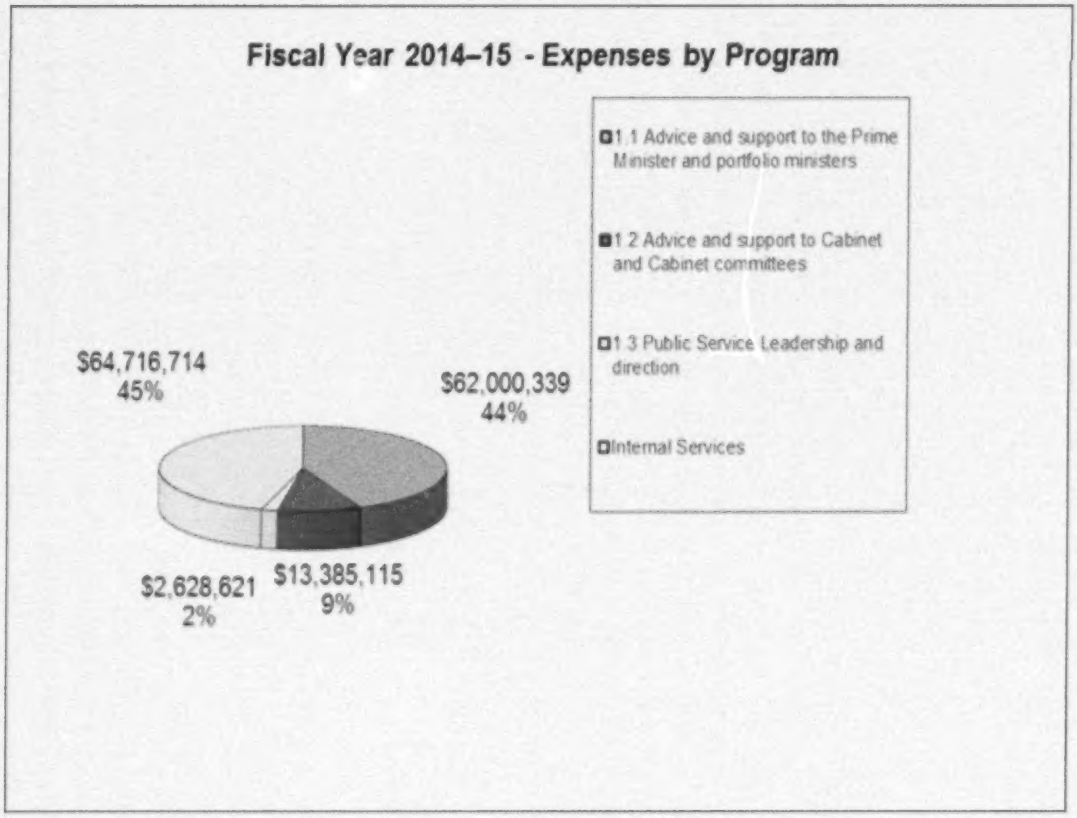
These increases are partially offset by a reduction in available funding in 2014–15 to invest in key strategic initiatives compared to 2013–14, a decrease in spending within the offices of the portfolio ministers which is mainly attributable to PCO no longer providing services to the Office of the Leader of the Government in the Senate given that cabinet membership ceased in 2013 and a decrease in costs as a result of winding down of activities related to Workforce Adjustment measures. Furthermore, there was a decrease in spending related to the contributions to employee benefit plans.

Difference between 2014–15 Actual and 2014–15 Planned Results

The department's actual net cost of operations before government funding and transfers in 2014–15 was $1.2 million higher than the planned results for the same fiscal year. This difference is primarily explained by additional spending related to key initiatives that enhanced PCO's efficiency and effectiveness and positioned the organization for Government-wide transformational changes, and by higher spending than initially planned for corporate salary-related items. Some temporary and new initiatives which were not included in PCO's 2014–15 planned results, since funding for these initiatives had not been secured at the time of the preparation of the 2014–15 RPP, also contributed to the increase.

In addition, the increase can be explained by additional costs for common services provided without charge by other government departments and vacation pay.

These increases were partially offset as follows: PMO achieved additional savings through a continued re-examination of staffing needs and spending to find further efficiencies, as well as the offices of the portfolio ministers exercising due diligence to remain within approved funding. Staff turnover, delays in staffing and other operating costs and less contribution to employee benefit plans contributed to the decrease. Also, during the year, fewer informatics project costs were reallocated as work-in-progress compared to the planned results.

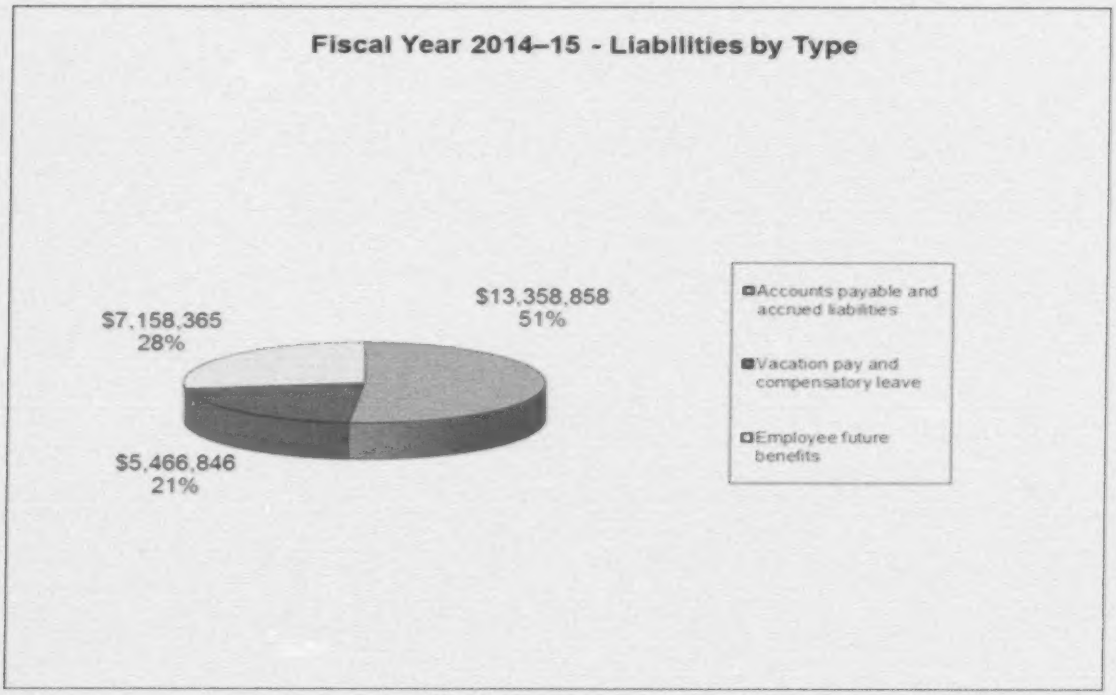


As illustrated above, departmental expenses in 2014–15 were highly concentrated under two key areas: Program 1.1 (Advice and support to the Prime Minister and portfolio ministers) and Internal Services. Program 1.1 represents 44% of departmental expenses, since it directly supports the centre core of PCO's mandate. Internal Services represents 45% of expenses, since the department operates in a highly centralized and unique environment whereby many costs are covered by Corporate Services.

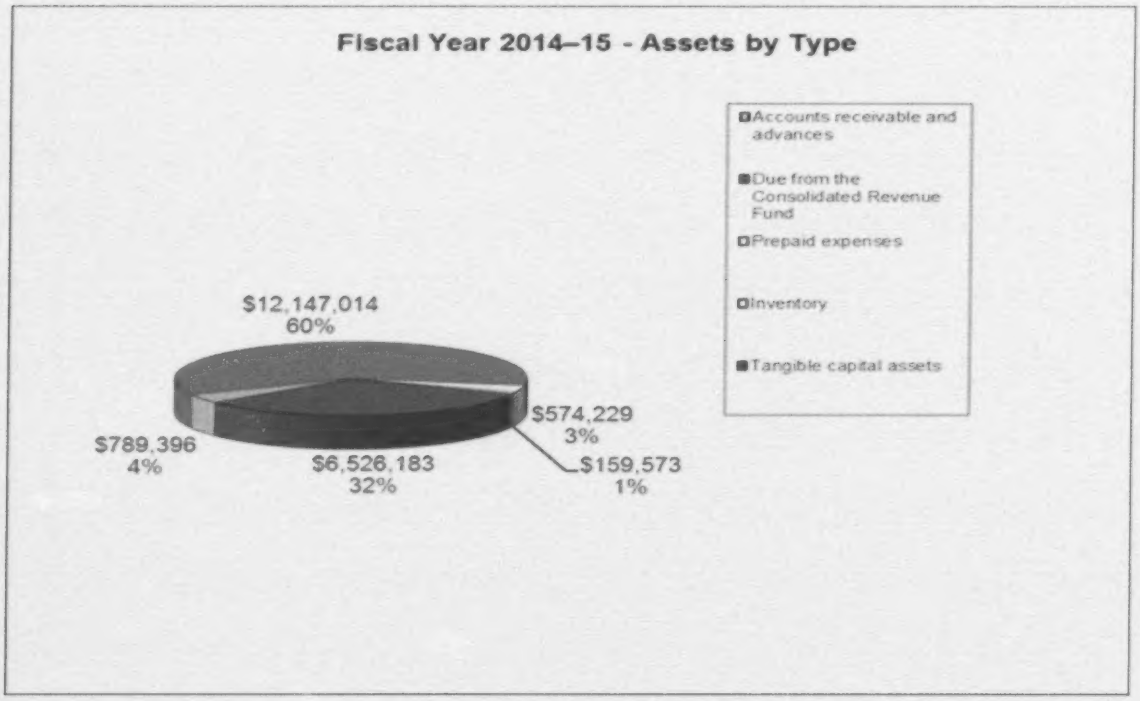
Privy Council Office
Condensed Statement of Financial Position (unaudited)
As at March 31, 2015
(dollars)

Financial Information	2014–15	2013–14	Difference (2014–15 minus 2013–14)
Total net liabilities	25,984,069	21,884,075	4,099,994
Total net financial assets	12,936,410	10,736,198	2,200,212
Departmental net debt	**13,047,659**	**11,147,877**	**1,899,782**
Total non-financial assets	7,259,985	7,158,005	101,980
Departmental net financial position	**5,787,674**	**3,989,872**	**1,797,802**

In 2014–15, the department's net financial position increased by $1.8 million when compared to the previous fiscal year. The following charts provide more detailed information on the department's net financial position.



In 2014–15, total liabilities increased by $4.1 million when compared to 2013–14. This increase is mainly due to accrued salaries related to the implementation of the salary payment in arrears, which is a government-wide initiative. Also, the increase of the severance percentage factor which is provided by the Treasury Board Secretariat contributed to the increase to the employee future benefits.



Total net financial and non-financial assets were $20.2 million in 2014-15, which represents an increase of $2.3 million compared to 2013-14. The increase is mainly attributed to the Due from the Consolidated Revenue generated by the transition payment to implement salary payment in arrears. The increase is offset by a decrease in accounts receivable and advances.

Financial Statements

The department's financial statements can be found on its website in the Reports and Publications section.[xviii]

Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Departmental Performance Report* can be found on PCO's website.

- Departmental Sustainable Development Strategy[xix]
- Internal Audits and Evaluations[xx]
- Response to Parliamentary Committees and External Audits[xxi]
- User Fees Reporting[xxii]

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations* [xxiii] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Privy Council Office
http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=index

Clerk of the Privy Council – Website
http://www.clerk.gc.ca/eng/index.asp

Clerk of the Privy Council – Twitter Account
http://twitter.com/Clerk_GC
Tweet to @Clerk_GC

Appendix: Definitions

Appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

Full-time equivalent (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

Non-budgetary expenditures (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

Performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

Planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

Plan (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

Program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*)**:** A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Result (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

Sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] Privy Council Office website, www.pco-bcp.gc.ca/index.asp?lang=eng&page=index/

[ii] Type is defined as follow: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or DPR. If another type that is specific to the department is introduced, an explanation of its meaning must be provided.

[iii] The Whole-of-Government Framework aligns the financial and non-financial contributions of departments, agencies, and Crown corporations receiving appropriations to a set of 16 high-level Government of Canada outcome areas within four overall spending areas—Economic, Social, International, and Government Affairs (http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx)

According to the Policy on Management, Resources and Results Structures (MRRS), a program can only be aligned to one of the 16 Government of Canada outcomes. Sub-programs are not aligned to any outcomes, since they are naturally rolled-up under the parent program. Therefore, while PCO does provide advice and support in the areas of Economic, Social and International Affairs as part of its sub-programs (e.g. under sub-programs 1.1.1, 1.1.2, and 1.1.3), the most logical linkages for PCO at the program level are the outcomes listed as part of the Government Affairs spending area.

[iv] *Public Accounts of Canada 2015*, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publication&doc=dpr-rmr/2014-2015/fs-ef-eng.html

[v] *Public Accounts of Canada 2015*, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/2015/index-eng.html

[vi] This includes non-partisan advice and support in the following subject areas: social and economic affairs; regional development; foreign affairs; national security; development assistance; defence; intergovernmental relations; the environment; and legal counsel.

[vii] Additional Details on PCO's Performance and Achievements in 2014–15, Sub-Program 1.1.1: Issues, policies, machinery and appointments, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/supp/sub1-eng.htm

[viii] Additional Details on PCO's Performance and Achievement in 2014–15, Sub-Program 1.1.2: International affairs and national security, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/supp/sub2-eng.htm

[ix] Title changed to Minister of Democratic Reform, effective February 9, 2015.

[x] Summary of Executive Correspondence Activities in 2014-15, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/supp/ann2-eng.htm

[xi] See endnote *x*.

[xii] PCO's Orders in Council website, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&page=secretariats

[xiii] *Twenty-Second Annual Report to the Prime Minister on the Public Service of Canada*, 2015 [ENG: http://www.clerk.gc.ca/eng/feature.asp?pageId=408, FRE: http://www.clerk.gc.ca/fra/feature.asp?pageId=408]

[xiv] *Ninth Annual Report of the Prime Minister's Advisory Committee on the Public Service*, 2015 [ENG: http://www.clerk.gc.ca/eng/feature.asp?pageId=405, FRE: http://www.clerk.gc.ca/fra/feature.asp?pageId=405]

[xv] *Twenty-Second Annual Report to the Prime Minister on the Public Service of Canada*, 2015 [ENG: http://www.clerk.gc.ca/eng/feature.asp?pageId=408, FRE: http://www.clerk.gc.ca/fra/feature.asp?pageId=408]

[xvi] **Additional Details on PCO's Performance and Achievements in 2014–15, Internal Services**, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/supp/sub3-eng.htm

[xvii] **PCO 2014–15 Financial Statements**, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/fs-ef-eng.htm

[xviii] **PCO 2014–15 Financial Statements**, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/fs-ef-eng.htm

[xix] **Supplementary Information Table, Departmental Sustainable Development Strategy**, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014- 2015/supp/table1-eng.htm

[xx] **Supplementary Information Table, Internal Audits and Evaluations**, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/supp/table2-eng.htm

[xxi] **Supplementary Information Table, Response to Parliamentary Committees and External Audits**, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/supp/table3-eng.htm

[xxii] **Supplementary Information Table, User Fees Reporting**, http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=dpr-rmr/2014-2015/supp/table4-eng.htm

[xxiii] *Tax Expenditure and Evaluation* **publication**, http://www.fin.gc.ca/purl/taxexp-eng.asp